

CHAPTER 7

PERSONNEL SUPPORT

The Navy is very definitely affected, either directly or indirectly, by the service you provide to its members. You will probably administer one or more of the administrative and financial services and benefits the Navy provides to help military members and their dependents to adjust and cope with the needs of the service. The Navy benefits from good service. The attitudes of satisfaction and gratitude for good service extend beyond the person providing it to include the Navy.

In this chapter we begin with customer service. Later we discuss the various types of accountability of identification cards, the preparation of an application for commission or warrant rank and the interviewer's appraisal sheet, screening of financial supporting documents, and computation of travel documents.

CUSTOMER SERVICE

Customer service is an integral part of your daily operations and an area rarely given as much planning and thought as it warrants. Up to one-half of your business comes from across the counter. It is therefore imperative for you to conduct customer service efficiently. Your technical expertise, personal and office appearance, willingness to listen, and ability to comprehend and resolve problems will be tested by each customer. Write specific minimum standards for conducting customer service and post them near the customer service windows. When helping a customer, remember that you represent the entire office operation in every respect.

ATTITUDE

A person can still be given good service even though it is impossible to provide the desired results. People may ask for things or services to which they are not entitled or you do not have the authority to approve or grant. In such cases service refers to the quality of your service rather than whether or not you comply with all of a person's wishes. The runaround, fast shuffle, or a don't bother me response to the person needing service indicates one of the following attitudes:

- You are not important.

- Your request or problem is not important.
- You don't know what you're talking about.
- I have more important things to do.

Attitude can be described as the tendency to move toward a situation or away from it, to be either positive or negative in our outlook or feelings toward a subject or a like or dislike for someone or something. Attitudes can't be measured or graded, but the effect or results of our attitudes can be. They are apparent in our actions and performance. You may have said or heard someone else say, "That person has a poor attitude." How was this opinion formed? Was it formed as the result of the way that person acted toward co-workers or customers or in the way the work was completed?

Let us look at some specific instances in which attitude plays a big part. Consider a YN2 who, in an administrative office, has been assigned to complete the lieutenant fitness reports in addition to routine duties. The YN2 receives a personal phone call and a few minutes later a customer comes in for service. The YN2 is the only one in the office at the time. The YN2 does not acknowledge the customer's presence. A YN3 who previously worked in the administrative office before being reassigned to the security office enters the administrative office to pick up service records. The YN3 notices the YN2 conversing on the phone while a customer is waiting. The customer asks the YN3 for assistance. The YN3 replies, "I am sorry, but I no longer work in this office. The YN2 should be off the phone shortly."

Five minutes later, before leaving the administrative office, the YN3 notices the YN2 is still talking on the phone while the customer is waiting. The YN3 approaches the customer, apologizes for the delay, and states, "Because the office is short-handed on personnel, it should not create a problem if I assist you." The customer needs assistance with correcting an error on his officer data card. The location of his spouse and an annual re-verification of a variable housing allowance (VHA) form must be turned into disbursing within the next 2 weeks or the officer's VHA payments will stop. The YN3 obtains the *Manual of Navy Officers' Classifications*, volume II, to assist the officer. The YN3

tells the officer that the YN2 must verify the VHA form before it is submitted to disbursing. The YN3 advises the officer to leave the form and a phone number for the YN2 in case there are any questions. The YN3 interrupts the YN2's conversation to explain the officer's situation. The YN2 responds, "Yeah, yeah, I'll get to it. Just leave it in my basket." The YN3 places the officer's VHA form and the officer data card (ODC) with the corrections annotated in the YN2's basket with a note attached. The YN2 continues to talk on the phone, complaining about how the stupid computer was messing up the fitness reports, how he is being treated like a servant, how co-workers were being treated special, and the aggravation of the so-and-so dumb kids and officers who come in asking questions.

Two weeks later the YN2 takes leave and the officer returns to the administrative office angry concerning a decrease in pay. Apparently the officer's VHA form was not forwarded to disbursing; it was still in the YN2's basket. Was this dereliction of duty? Probably. However, we are not considering the legal aspects of the act, but the attitude that prompted it. The YN2 wasn't going to lose VHA. The YN2 is not interested in doing a good job-just a job.

It isn't difficult to be pleasant when dealing with pleasant people; it may become difficult when people are unpleasant. The customer who is emotionally upset may have difficulty in stating a problem accurately or completely. Significant information may be omitted; one's opinion may have been confused with fact or there may be a feeling that the information you request is too personal.

Usually, it will help to first determine the cause of anger and to whom it is directed. You maybe able to sort out this information by letting the customer unload.

The old adage, "The customer is always right," is not true in all situations. Personal abuse is not a right of the customer. But, the customer who is allowed to blow off steam (within reason) may then become apologetic and ready to accept your help.

When you are faced with an upset customer, remember that your purpose is to serve that customer's needs. Any other response on your part may serve to justify the customer's state of mind-you either cannot or will not provide the needed service.

A calm, confident manner is the best approach. When you do not respond with anger or rudeness to a customer's emotional outburst, you have taken the first step toward solving the customer's problem, whatever

its nature. A good attitude is important to customer satisfaction.

PRIDE

An office may be capable of rendering quality service but does not because of the attitude of the workers in the office. Office supervisors' fairness, courtesy, and cooperation toward the office workers, customers, and other office personnel will be reflected in the personal characters of their own office workers. If you want your workers to have pride in their work then you must have pride in them because they are a part of your work. If you want them to be courteous toward others, then you must be courteous toward them and others.

Attitudes have a major influence on face-to-face skills, and since our attitude toward others is a reflection of our attitude toward ourselves, it is vital that you have proper appreciation of yourself.

You should have a value as a person that you have accomplished certain things, and that you have the ability to climb higher. This recognition of who you are, what you are, and what you hope to become enables you to meet each day with an expectation of winning rather than a certainty of defeat.

The customer forms a mental picture of you from the messages you unconsciously communicate-what kind of person you are and how you view your job, your rating, the Navy, the customer, and the customer's problem.

Without a degree of pride in self, ability, and job, it is likely that a person's performance will be less than the person's best effort. Such a person usually performs only when told to do so and then does only enough to get by.

COURTESY

Regulations do not require courtesy beyond formal military courtesy. Formal courtesy is that which is demanded by custom and tradition, and failure to observe it can have unpleasant consequences. But, as in the previous example, we are not discussing the punitive aspects of actions. The common courtesy we are concerned with here is a totally different subject. Probably nothing is more discouraging to the customer than being ignored, and there is no justification for this type of treatment. There are times when you can't drop what you are doing; however, you can acknowledge the customer's presence. Most people don't mind a

reasonable wait when they know that you are aware of their presence, but they should not have to beat on the counter to get your attention.

Common courtesy goes beyond what we are required to do. It is a voluntary expression of respect for another's rights or feelings. It is opening a door for someone heavily laden with packages; extending military courtesy and respect for a person rather than merely extending the required recognition; treating the customer as a person and the problem as important rather than the "jerk with a stupid question." Answering the questions that are asked requires a sizable amount of patience. It wouldn't be so bad if you didn't have to answer the same ones over and over.

Some of the questions are simple, others are hard, and some are ridiculous. All deserve the courtesy of an answer, even the stupid question. By answering the stupid question, the customer may realize that the wrong words were used, and the question can be rephrased to obtain the desired information. It may be a signal that more information is needed. For example, when a PO3 asks, "Hey, can I ship my furniture now?," he really means something quite different. Sure, the furniture can be shipped now or anytime. What is really being asked is, "Am I now entitled to ship my furniture at government expense?"

COOPERATION

You must keep in mind that, no matter how simple or unimportant you consider a request, the customer depends upon you to provide a service. Yes, it requires a little effort on your part to answer a question or look up a reference, but that extra effort or interest is a mark of good service.

Another element of cooperation required is responding to the customers' needs. They will often need information or assistance from another office before you can act on their request. You can send them on a "wild goose chase" to get it, or you can provide them with specific instructions on what to get, where to get it, and how to get it. You might also make a phone call so that they will be expected.

MONITORING

To exercise control properly, you should know what is going on at all times. Learn to work at one thing and, at the same time, keep an eye and ear out for what your people are doing. Monitoring is necessary to have a degree of uniformity and effectiveness. Just the fact that

you are paying attention to what they do has a beneficial effect on the atmosphere of the office.

Be careful how you supervise. It is a curious thing that, while most of us like to feel that our seniors know what is going on, we strongly resent the sense that someone is watching our every move. We especially resent being watched if we think the watcher is constantly looking for something to complain about.

As a supervisor, you should refrain from interfering with your personnel when they are attempting to tackle a problem and identify its cause. When you see that the best solution has not been found, give them an opportunity to ask for advice. Keep in mind that being tactful in handling situations is very important to your personnel. Do not belittle what they have done. Use a work situation as a training opportunity. Supervision that does not interfere with performance is an excellent method that can be used to monitor the effectiveness of a customer service office.

As the senior Yeoman in charge of a customer service office, you must be aware of as well as monitor personnel practices and skills in the following areas:

- The check-in and check-out process should be simplified to reduce to the absolute minimum the number of offices where members must present themselves when reporting on board or being detached. The Detaching (Departing) Endorsement to Orders, NAVCOMPT Form 3067, and Reporting (Arrival) Endorsement to Orders, NAVCOMPT Form 3068, must contain an authenticating officer's signature (figs. 7-1 and 7-2) and the proper copies must be provided to the disbursing office. We can assume that an officer, having just reported, perhaps with leave en route, is interested in getting financial matters taken care of promptly. Therefore, the necessary papers should be submitted to the disbursing office as soon as possible. Make sure that a receipts and transfer check-off sheet is used to complete all actions.

- There will be times when your personnel are snowed under with work. Appointments, special counter hours, and "purpose of visit" chits should be used to speed service and reduce the customer's waiting time. Make sure the operating schedule is flexible enough to provide for emergency situations and is never used as a device to limit service.

- Private filing systems for retain files may work fine and require less time for the individual who is working in the receipts and transfers or in the reenlistments or separations section; however, that

NFC USE ONLY		3067		NFC USE ONLY	
DETACHING (DEPARTING) ENDORSEMENT TO ORDERS				(OFFICER-ENLISTED)	
1. ORDER AUTH NO. 063834		2. DATE OF ORDERS 75 APR 11		3. END. NO. 1	
4. UNIT I.D. CODE 68322		5. DETACHING A. HOUR 0800		B. DATE (YR MON DAY) 75 JUL 31	
6. NAME (LAST, FIRST, MIDDLE INITIAL) CAMPBELL, ROBERT C				7. SSAN 123-45-6789	
8. GRADE 04		9. SERVICE NO.			
10. UC TO WHICH REPORTING 65548		GROUP TRAVEL		11. NO. MEN PER ATTACHED LIST	
MEMBER BEING DETACHED FOR		12. PERMDY <input type="checkbox"/>		13. TDY <input checked="" type="checkbox"/>	
14. TAD <input type="checkbox"/>		15. FFT <input type="checkbox"/>		16. FFA <input type="checkbox"/>	
NATURE OF DUTY		17. REG DUTY <input checked="" type="checkbox"/>		18. INST <input type="checkbox"/>	
19. TREATMT <input type="checkbox"/>		20. SEPTN <input type="checkbox"/>		21. CONFMT <input type="checkbox"/>	
22. TRAHAB <input type="checkbox"/>		23. PROSPECTIVE CM <input type="checkbox"/>		24. OTHER DUTY	
25. QTRS TERM FOR DEPNS ON DATE OF DETACHMENT		26. DAYS DELAY (LV) 30			
27. DAYS PROCD TIME 4		28. DAYS TVL TIME 1			
MEMBER IS AUTHORIZED		29. EMGNCY LV <input type="checkbox"/>		30. SPCL LV <input type="checkbox"/>	
31. NO. DAYS		32. LV PERMDY STA AREA <input type="checkbox"/>		33. LV OUTSIDE CONUS <input type="checkbox"/>	
SEPARATION PAYMENTS AND REASON CODE		34. READJMT <input type="checkbox"/>		35. DSABLT SEVRNC <input type="checkbox"/>	
36. SEVRNC <input type="checkbox"/>		37. CONTRCANCLTN <input type="checkbox"/>		38.	
39. OTHER		40. SEPTN CODE			
41. DUE AT DISCHARGE		42. PERSONAL FUNDS		43. DISCH GRAT PAID	
MAILING ADDRESS					
44. STREET ADDRESS				45. CITY	
46. STATE		47. ZIP CODE		48. COUNTRY	
49. REMARKS					
50. AUTHENTICATING OFFICER'S SIGNATURE <i>Floss A. Brush</i>				51. TYPE AUTHENTICATING OFFICER'S NAME F. A. BRUSH	
52. GRADE LTJG USN				53. TITLE ASST ADMIN OFF	
<input type="checkbox"/> VALIDATION ERROR					

Figure 7-1.-Detaching (Departing) Endorsement to Orders, NAVCOMPT Form 3067.

individual may not always be there. Others must also be able to locate items in the files. Forms that are being held for future action should have a note attached indicating what action is required and when. Notes should be made in a tickler file or on a calendar as a reminder for when certain types of action should be taken.

- A good supervisor should rotate people in the various jobs occasionally. By doing this you will have initiated the first step in preventing office routine from breaking down when a key person is absent, and you will have given each individual an insight as to how each task contributes to the overall functions of the office. Be

REPORTING (ARRIVAL) ENDORSEMENT TO ORDERS										(OFFICER-ENLISTED)	
1. ORDER AUTH. NO. 063834		2. DATE OF ORDERS (YRMONDA) 75APR11		3. END. NO. 2		4. UNIT I.D. CODE 65548		5. REPORTING HOUR 1630		6. DATE (YRMONDA) 75AUG05	
9. NAME (LAST, FIRST, MIDDLE INITIAL) CAMPBELL, ROBERT C						7. SSN 123-45-6789		8. GRADE 04			
8. SERVICE NO.		GROUP TRAVEL				10. NO. MEN PER ATTACHED LIST					
MEMBER REPORTING FOR	11. PERMDY	12. TOY		13. TAD		14. PFT		15. FFA			
	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>			
NATURE OF DUTY	16. REG DUTY	17. INST		18. TRTMT		19. SEPTN		20. CONFMT		21. TRAHAB	
	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	
22. PROSPEC- TIVE CM		23. OTHER DUTY				24. ESTIMATED PD OF TAD OR TOY A. MONTHS B. DAYS					
25. DIVING PAY BILLET NO.		26. MSTL FIRE AREA		27. COMBAT ZONE		28. OTHER 12345					
29. SUB INST STARTS (YRMONDA)		30. AUTHD SEP RAYS COMMENCING A. HOUR B. DATE (YRMONDA)				31. MESS NOT AVAILABLE					
32. QTRS NOT AVAILABLE TO MEMBER		33. QTRS ASSIGNED MEMBER & DEPNs				34. MEMBER NOT IN PER DIEM STATUS					
35. SHIPS MESS/QTRS CLOSED		SHIPS OVERHAUL SCHEDULED FOR		36. OVER 90 DAYS		37. 90 DAYS OR LESS					
38. DAYS DELAY (LV)		39. DAYS PROCD TIME		40. DAYS TVL TIME		41. UNACCTD FOR DAYS					
42. SPECIAL		43. TAD		44. EMGNCY		45. NO. OF DAYS		46. FROM (YRMONDA)		47. TO (YRMONDA)	
48. SPECIAL		49. TAD		50. EMGNCY		51. NO. OF DAYS		52. FROM (YRMONDA)		53. TO (YRMONDA)	
54. SPECIAL		55. TAD		56. EMGNCY		57. NO. OF DAYS		58. FROM (YRMONDA)		59. TO (YRMONDA)	
60. REMARKS											
<p>Date REPORTED <u>05 AUG 75</u> = JULIAN Date <u>217</u></p> <p>Date DETACHED <u>31 JUL 75</u> = JULIAN Date <u>212</u></p> <p>TOTAL ELAPSED TIME = <u>05</u></p> <p>TT: (FM <u>05 AUG 75</u> TO <u>05 AUG 75</u>) = <u>01</u></p> <p>PT: (FM <u>01 AUG 75</u> TO <u>04 AUG 75</u>) = <u>04</u></p> <p>LV: (FM <u>-</u> TO <u>-</u>) = <u>-</u></p> <p>TOTAL ACCOUNTED FOR TIME = <u>05</u></p>											
61. SIGNATURE OF SENIOR IN CHARGE OF GROUP TRAVEL											
62. AUTHENTICATING OFFICER'S SIGNATURE						63. TYPE AUTHENTICATING OFFICER'S NAME					
<i>P. T. Boat</i>						P. T. BOAT					
						64. GRADE		65. TITLE			
ENS USN						PERS OFF					
<input type="checkbox"/> VALIDATION ERROR											

Figure 7-2.-Reporting (Arrival) Endorsement to Orders, NAVCOMPT Form 3068.

prepared for the unexpected by training your people to be able to replace each other and to replace you.

- The timeliness of submission and accuracy of supporting documents for pay, allowances, and bonuses are very important and must be screened. The *Department of Defense Military Pay and Allowances*

Entitlement Manual (DODPM), the *Source Data System Procedures Manual* (SDSPROMAN), the *Joint Federal Travel Regulations* (JFTR), and the *U.S. Navy Travel Instructions* (NTIs) provide the means of determining entitlement for pay, allowances, and bonuses.

- Make sure your personnel present a neat and well-groomed appearance at all times. No personnel should wear any article of clothing that is not prescribed as part of the uniform of the day without the permission of the proper authority. Although the Navy does not prescribe or distinguish among styles of haircuts, a wide variety of hair styles, if maintained in a neat manner, is acceptable. The determination of hairstyles for male and female personnel within the criteria detailed in the *U.S. Navy Uniform Regulations*, NAVPERS 15665, is an individual decision.

- Prohibit the use of profane, obscene, or vulgar words or gestures.

- The importance of service and information provided to Navy members and their dependents must not be minimized. No person should accept any money or other compensation from a person in return for a service that is his or her duty to perform or render, regardless of the circumstances incident to such services. Nor should personnel give or offer any money or other compensation to any person for a service performed in the line of duty, regardless of the circumstances incident to such service.

- Prohibit any action, whether or not specifically prohibited by the standards of conduct, that might result in or reasonably be expected to create the appearance of any violation of the government code of ethics. For example: Soliciting get rich quick investments, selling cosmetics, or furnishing a roster or the names of crew members to any solicitor without the permission of the commanding officer (CO).

You will or should find yourself constantly scanning your environment; maintaining liaison with contacts; talking with seniors, peers, and subordinates; and, in the process, receiving a large quantity of unsolicited information. As you collect information, share and distribute the information with your personnel to support and improve customer service.

IDENTIFICATION CARDS

An identification (ID) card is issued to all members of the U.S. Navy and Naval Reserve serving on active duty and U.S. Naval Reserve on inactive duty, retired members of the uniformed services entitled to retired pay, and eligible dependents. There are four types of ID cards.

- The Armed Forces Identification Card, DD 2N (ACT), is printed in green security-type ink and issued to assist in identifying the bearer as a member of the

armed forces serving on extended active duty and to serve as identification for purposes of Article 17, Geneva Convention, relative to the Treatment of Prisoners of War, of 12 August 1949 (GPW).

- The Armed Forces Identification Card, DD 2N (RES), is printed in red security-type ink and issued to assist in identifying the bearer as a member of the U.S. Naval Reserve on inactive duty. The DD 2N (RES) dated 1 May 1979 must be issued to those persons requiring the card. All previous editions are obsolete and may not be used.

- The United States Uniformed Service Identification Card, DD 2 (RET), is printed in blue security-type ink and issued to assist in identifying the bearer as a retired member of the uniformed services entitled to retired pay.

- The Uniformed Services Identification and Privilege Card, DD 1173, is printed in black security-type ink and issued to assist in identifying the bearer as an eligible family member of a U.S. military sponsor.

ISSUE

ID cards are issued by the following authorized issuing activities only: personnel support activities, personnel support activity detachments, destroyer tenders (AD), combat store ships (AFS), fast combat support ships (AOE), replenishment oilers (AOR), repair ships (AR), submarine tenders (AS), guided missile cruisers (CG), carriers (CV), aircraft carriers (nuclear) (CVN), amphibious command ships (LCC), amphibious assault ships (LHA/LPH), and battleships (BB). Activities other than those listed must request authority to issue cards from the Chief of Naval Personnel.

The issuing activity is responsible for the following:

- Reviewing the application.
- Making sure it has been properly verified.
- Making sure the applicant is a bona fide recipient.
- Contacting the verifying officer if the applicant's status is questionable.
- Returning any DD Form 1172 that is more than 90 days old to the verifying officer.
- Correcting obvious errors on the form such as color of eyes and hair, weight, and height. Other

erroneous data must be resolved with the verifying officer.

Any ID card issuing activity may verify eligibility of, and issue an ID card to, sponsors and beneficiaries in the following categories:

- Retired
- Dependents of active duty and retired military personnel
- Survivors of deceased active duty and retired personnel
- 100 percent disabled American veterans and their dependents
- Medal of Honor winners and their dependents
- Dependents of other service active duty personnel

ID cards are not issued to dependents without verification of eligibility through the Defense Enrollment Eligibility Reporting System (DEERS) or presentation of legal documentation establishing relationship to the military sponsor. Specific legal documents must be seen by the issuer and listed on the Application for Uniformed Services Identification Card/DEERS Enrollment, DD Form 1172, or entered in the Real Time Automated Personnel Identification System (RAPIDS). DEERS should always be checked first. If dependents are listed in DEERS, no other supporting documentation is required. When active duty dependents are not listed in DEERS, or when the DEERS data is incorrect, the following procedures should be used to establish eligibility or correct data:

- Inspect the member's service record for entries that show current dependents. The primary document is the Application/Record of Emergency Data, NAVPERS 1070/602.

- When the member's service record is not available, verifying a dependent's eligibility can be done by contacting the Defense Finance Accounting System (DFAS) Center, Cleveland, Ohio, either by phone or by message.

- When no service record is available and there is no current information available from DFAS, verifying activities should request message verification from the sponsor's ship or unit.

- Verifying the dependency status of a parent or parent-in-law must be done through DFAS.

Activities authorized to issue active, retired, and dependent ID cards must follow the current cross-servicing agreement. The cross-servicing agreement allows verification of DD 1172 and the issuance of DD 1173 to all categories of eligible individuals with the exception of eligible dependents of active duty personnel and unremarried former spouses. Active duty dependents must have the DD 1172 properly verified by the parent service, after which it may be presented to any military ID card issuing activity for issuance of ID cards. Navy former spouses and incapacitated dependents must have the DD 1172 verified by the Chief of Naval Personnel. Unremarried former spouses of other services must have their initial eligibility verified by their parent service.

Cross-servicing must also be provided to Navy active duty and reserve personnel only if they hold the member's service record or receive a preverified DD 1172.

CONTROL

All ID cards must be controlled to make sure only authorized persons receive, issue, or handle the material at the command. The following procedures must be followed:

- A record must be maintained of all ID cards issued to activities.

- All issuances and receipts must be recorded and accounted for by serial number.

- ID cards must be stored in a security type combination safe and access to the safe must be controlled by a written log.

- ID cards must be shipped by registered mail from the supply center and records must be maintained for 5 years after shipment to each activity by the naval supply center servicing that activity.

- Only the CO or designated representative (in writing) may order and receipt for ID cards to be issued by an activity.

The CO of the ID card issuing activity must confirm that the command is authorized by the Chief of Naval Personnel to issue ID cards. He or she must maintain proper procedures for strict accountability and security of ID cards. This includes the following:

- Keeping a record by serial number of all cards received

- Making sure all requisitioning documents for ID cards submitted by an ID card issuing activity are maintained for 5 years

The Commander, Naval Supply System Command (COMNAVSYSKOM) is responsible for maintaining records associated with the issuance and accountability of ID cards requisitioned by ID card issuing activities. This includes the following:

- Shipping ID cards to requisitioning activities by registered mail.
- Maintaining records of requisitioning and shipping documents for a period of 5 years. Such records must contain sufficient information to allow for a complete audit trail including receipt information for Naval Investigative Service inquiries.
- Notifying the Chief of Naval Personnel of failure to deliver any ID cards. These cards must be identified by requisition control number and ID card serial number.

The ID card maybe photocopied when necessary to facilitate administrative requirements such as admission to medical facilities, check cashing, or administering military related benefits to eligible beneficiaries.

ACCOUNTABILITY

The ID card is the property of the United States and must be carried by the bearer at all times. It is not a pass. Lending or giving an ID card as collateral for the return of property or equipment used in, or provided by, civilian or naval recreation activities is not authorized. An example of this is signing out a basketball at the base gym.

If required by proper military authority, it must be surrendered by the bearer under any of the following conditions:

- It is replaced.
- The bearer is released from active duty.
- It is required for identification or investigation purposes.
- The bearer is in disciplinary confinement.
- There is a change in status affecting eligibility.

When an active duty member does not surrender the ID card, an entry indicating the circumstances must be made on page 13 (Administrative Remarks, NAVPERS 1070/613) of the member's enlisted service record.

Members that are being separated must surrender the ID card as soon as the member is identified for separation. Anew DD 2N (ACT) should be issued for a 90-day period and over stamped Preseparation. Renewal of this card must be verified by the member's service record holder. All cards surrendered must be destroyed by the confiscating authority.

APPLICATION FOR COMMISSION OR WARRANT RANK, U.S. NAVY OR NAVAL RESERVE

Requirements for appointment in the Regular Navy and Naval Reserve are prescribed by statutes and regulations. Basic requirements are contained in the *Naval Military Personnel Manual* (MILPERSMAN), NAVPERS 15560C. The *Navy Officer Recruiting Manual* (CRUITMAN-OFF), volume 2, COMNAVCROUTCOMINST 1131.2A, provides a matrix that indicates the forms and information required for the proper completion and submission of an application package for officer program. In this section we cover the preparation of the Application for Commission or Warrant Rank, U.S. Navy or Naval Reserve, NAVCRUIT 1100/11. Dependent upon the applicant's answer to individual questions, additional action may be needed. Refer to figure 7-3 as blocks are discussed.

Block 1 - NAME: List Mr., Mrs., or Miss as appropriate and the full name to include the maiden name in the following order: first, middle or maiden (if any), last. If no middle name, enter NMN. If the name consists of (an) initial(s) only, enter the appropriate initial(s) followed by IO. Include additional designations such as Jr., Sr., II, when applicable following the last name.

Block 2 - STATUS: Check civilian, military-active, or military-inactive. In the appropriate boxes enter the military paygrade (ENS, LT) and social security number, including dashes.

Block 3 - a. PRESENT ADDRESS: Provide the expiration of the current address to include the city, county, and state where applicant currently resides.

b. MAILING ADDRESS: Provide the address at which the applicant can be reached at anytime to which orders or official correspondence should be mailed to include the street number, city, county, state, and ZIP Code.

APPLICATION FOR COMMISSION OR WARRANT RANK, U.S. NAVY OR NAVAL RESERVE NAVCUIT 1100/11 (REV. 1-82) S/N 0114 LF 011-0068				OMB No. 0703-0029																							
<p>INSTRUCTIONS: This questionnaire in conjunction with Form DD-198, will establish a permanent record for use in evaluating your qualifications for appointment in your future career. It may well play an important part in determining the kinds of duty to which you will be assigned. Answer all questions completely. Write "none" in any blank not applicable to you. Read the certification at the end of this questionnaire before entering required data. If more space is needed, make entries in Block 20 or additional sheets.</p>																											
1 NAME (Last, Middle, Maiden name if any) (Last) Mr. _____ Mrs. _____ Miss _____		2 STATUS <input type="checkbox"/> MILITARY - ACTIVE <input type="checkbox"/> CIVILIAN <input type="checkbox"/> MILITARY - INACTIVE		RANK OR RATE _____ SOCIAL SECURITY NO. _____																							
3 (a) PRESENT ADDRESS (Street) (City) (Country) (State)																											
(b) MAILING ADDRESS (Street and number) (City) (Country) (State)																											
(c) HOME OF RECORD (Address to which orders or official correspondence should be mailed) (City) (Country) (State)																											
4 APPLICANT FOR <input type="checkbox"/> USNA <input type="checkbox"/> NROTC <input type="checkbox"/> AOC <input type="checkbox"/> NFOC <input type="checkbox"/> AVROC <input type="checkbox"/> NAVCAD <input type="checkbox"/> OCS <input type="checkbox"/> MERMAR <input type="checkbox"/> OTHER - specify _____																											
<input type="checkbox"/> DIRECT APPOINTMENT <input type="checkbox"/> REAPPOINTMENT <input type="checkbox"/> SUPERSEDING APPOINTMENT				TYPE <input type="checkbox"/> COMMISSION <input type="checkbox"/> WARRANT																							
GRADE (a) _____ (b) _____	DESIGNATOR PREFERRED 1st _____	COMPONENT <input type="checkbox"/> U.S. NAVY <input type="checkbox"/> NAVAL RESERVE		Submitted in accordance with CRUITMAN-OFF _____ BUPERS INST _____																							
<div style="display: flex; align-items: flex-start;"> <div style="margin-right: 20px;"> <input type="checkbox"/> YES <input type="checkbox"/> NO </div> <div> <p>5 Have you ever previously applied for (a) a commission, (b) program leading to a commission, (c) enlistment in the Navy, Marine Corps, Coast Guard, Army, Air Force or of any component thereof? (Includes Service Academies, Federal and State Maritime Academies, all ROTC programs, Officer Candidate Training, Platoon Leaders School, Flight Training, NESEP, etc.) If "Yes," complete the following information.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2" style="width: 30%;">NATURE OF APPLICATION</th> <th rowspan="2" style="width: 20%;">DATE (Month and Year)</th> <th rowspan="2" style="width: 20%;">PLACE</th> <th colspan="2" style="width: 30%;">RESULT</th> </tr> <tr> <th style="width: 15%;">ACCEPTED</th> <th style="width: 15%;">REJECTED</th> </tr> </thead> <tbody> <tr> <td style="height: 40px;"></td> <td></td> <td></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="height: 40px;"></td> <td></td> <td></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="height: 40px;"></td> <td></td> <td></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </tbody> </table> </div> </div>						NATURE OF APPLICATION	DATE (Month and Year)	PLACE	RESULT		ACCEPTED	REJECTED				<input type="checkbox"/>	<input type="checkbox"/>				<input type="checkbox"/>	<input type="checkbox"/>				<input type="checkbox"/>	<input type="checkbox"/>
NATURE OF APPLICATION	DATE (Month and Year)	PLACE	RESULT																								
			ACCEPTED	REJECTED																							
			<input type="checkbox"/>	<input type="checkbox"/>																							
			<input type="checkbox"/>	<input type="checkbox"/>																							
			<input type="checkbox"/>	<input type="checkbox"/>																							
If previously accepted for a program leading to a commission, provide information specifying why a commission was not obtained through that program. If disenrolled from that program, provide complete dates and circumstances regarding disenrollment:																											

Figure 7-3.-Application for Commission or Warrant Rank, U.S. Navy or Naval Reserve, NAVCRUIT 1100/11.

c. HOME OF RECORD: Provide the address recorded as the home of record when commissioned according to the MILPERSMAN.

Block 4 - APPLICATION FOR: Check either USNA, NROTC, AOC, NFOC, AVROC, NAVCAD, OCS, MERMAR, or Other as appropriate; direct appointment, reappointment, or superseding appointment as appropriate; check the type of appointment as either commission or warrant; indicate

the grade(s) the applicant is applying for, the first designator preference; component of the U.S. Navy or the Naval Reserve, and the reference by which the application is submitted according to CRUITMAN-OFF or BUPERSINST.

NOTE: Block 4 - If the applicant indicates disenrollment from an officer-type training program, a Request for Record of Disenrollment from Officer Candidate Type Training, NAVCRUIT 1110/98, should

NAVCRUIT 1100/11 (REV. 1-82)												
6. MARITAL STATUS (check appropriate box)												
<input type="checkbox"/> SINGLE	<input type="checkbox"/> MARRIED	<input type="checkbox"/> WIDOWED	<input type="checkbox"/> DIVORCED	<input type="checkbox"/> SEPARATED	<input type="checkbox"/> ANNULLED	<input type="checkbox"/> REMARRIED						
NO. OF DEPENDENTS (Type)		<input type="checkbox"/> WIFE	<input type="checkbox"/> OTHER	NO. OF CHILDREN _____								
7. EDUCATION												
CHECK HIGHEST SCHOOL YEAR COMPLETED												
HIGH SCHOOL		<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	COLLEGE		<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> GRADUATE WORK
DEGREES EARNED:												
UNDERGRADUATE MAJOR SUBJECTS (College)				SEMESTER HOURS		GRADUATE MAJOR SUBJECTS (College)				SEMESTER HOURS		
8. KNOWLEDGE OF FOREIGN LANGUAGE												
LANGUAGE	HOW ACQUIRED (School, Family, Work, etc.)	READ			SPEAK			UNDERSTAND				
		EXC.	GOOD	FAIR	EXC.	GOOD	FAIR	EXC.	GOOD	FAIR		
9. COURSES TAKEN IN FLIGHT TRAINING, METEOROLOGY, NAVIGATION, MATHEMATICS, PHYSICS, ELECTRONICS, OCEANOGRAPHY												
COURSE	NAME OF SCHOOL		INCLUSIVE DATES		CREDITS EARNED							
10. OTHER TYPES OF TRAINING COMPLETED THAT REFLECT BACKGROUND QUALIFICATIONS OF VALUE TO THE NAVY SUCH AS SCUBA DIVING, COMPUTER PROGRAMMING/OPERATION, PRACTICAL ENGINEERING												
11. PROFESSIONAL, OCCUPATIONAL, BUSINESS OR TRADE LICENSE(S)												
TYPE OF LICENSE	FIRST LICENSE YR.	MOST RECENT LICENSE YR.	CITY, STATE OR TERRITORY	Have you ever had an application for license denied or a license suspended or revoked?								
				<input type="checkbox"/> YES <input type="checkbox"/> NO								
If answer to above is "Yes," amplify here:												
12. TRAFFIC VIOLATIONS FOR WHICH A FINE OR FORFEITURE OF \$50.00 OR LESS WAS IMPOSED (Identify date, place, nature of offense and disposition)												
DATE	PLACE		NATURE OF OFFENSE		DISPOSITION							

Figure 7-3.-Application for Commission or Warrant Rank, U.S. Navy or Naval Reserve, NAVCRUIT 1100/11-Continued.

be initiated. Disenrollments that require this form are listed in the *Navy Officer Recruiting Manual*.

Previous disenrollment, either voluntary or involuntary, from a military officer candidate-type training program is not automatically disqualifying for commission programs except where specifically stated otherwise. However, no such applicants are enlisted or appointed without review by selecting officials of the Record of Disenrollment from Officer Type Training, DD Form 785.

Block 5 - HAVE YOU EVER PREVIOUSLY APPLIED FOR: Check yes or no for each question. If yes is checked, list below the nature of the application, the date by month and year, place where application was submitted, and check the result as accepted or rejected.

Block 6 - MARITAL STATUS: Check single, married, widowed, divorced, separated, annulled, or remarried, as appropriate; list the number of dependents—wife, husband, or other; and indicate the number of children. Dependency status is defined as being a parent, natural or adoptive, of a child under 18,

NAVCRUIT 1100/11 (REV. 1-82)		
13. SWIMMING ABILITY: can you swim 200 yards using the crawl, backstroke, side stroke and breast stroke 50 yards each and can you swim 50 feet under water and can you tread water.		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	
14. ATHLETICS: give information pertaining to membership on athletic teams, personal fitness programs, outdoor activities, etc. for the past SIX years.		
ORGANIZATION OR TYPE OF ACTIVITY	DATES	NUMBER OF DAYS PER MONTH
15. SCHOLARSHIPS, HONORS AND AWARDS: ACADEMIC AND ATHLETIC		
AWARD TITLE	DATE RECEIVED	
16. EMPLOYMENT		
In the space furnished below, record every employment, both public and private, of two months or more duration performed subsequent to your 16th birthday. Start with your present position and work back. Describe your field of work and position and give your duties and responsibilities in such detail as to make your qualifications clear. (Include information relating to duties, billet assignments, etc. relating to periods of Military Service.)		
NAME OF EMPLOYER	KIND OF BUSINESS OR ORGANIZATION	EXACT TITLE OF POSITION (Specify hours per week)
NUMBER AND TYPE OF PERSONS SUPERVISED	DATES OF SERVICE (Month and Year) FROM _____ TO _____	ANNUAL SALARY Starting _____ Final _____
REASON FOR TERMINATION OF EMPLOYMENT		
DUTIES AND RESPONSIBILITIES		
NAME OF EMPLOYER	KIND OF BUSINESS OR ORGANIZATION	EXACT TITLE OF POSITION (Specify hours per week)
NUMBER AND TYPE OF PERSONS SUPERVISED	DATES OF SERVICE (Month and Year) FROM _____ TO _____	ANNUAL SALARY Starting _____ Final _____
REASON FOR TERMINATION OF EMPLOYMENT		
DUTIES AND RESPONSIBILITIES		

Figure 7-3. Application for Commission or Warrant Rank, U.S. Navy or Naval Reserve, NAVCRUIT 1100/11—Continued

having personal custody of a child under 18, or being a stepparent of a child under 18 who resides in the household more than 30 days a year. Refer to the CRUITMAN-OFF for information about dependents.

Block 7 - EDUCATION: Check the highest school and college, if any, completed. Numbers 1 through 4 represent the following: 1 - freshman, 2 - sophomore, 3 - junior, 4 - senior. If any, check graduate work and also indicate the type of degree(s) earned. List in the appropriate boxes the applicant's college undergraduate

and graduate major subjects and semester or quarter hours.

Block 8 - KNOWLEDGE OF FOREIGN LANGUAGE: List the foreign languages the applicant speaks and how the skill was acquired; for example, in school, by family, or at work. Next check the level of reading, speaking, and understanding as excellent, good, or fair.

Block 9 - COURSES TAKEN IN FLIGHT TRAINING, METEOROLOGY, NAVIGATION,

NAVCRUIT 1100/11 (REV. 1-82)

17. EXTRA CURRICULAR ACTIVITIES

Membership in clubs, societies, fraternities, organizations (professional, religious, social) give names, dates and offices held, if any, during the last 10 years.

ORGANIZATION	OFFICES HELD	DATES

18. ☐ YES ☐ NO Have you ever claimed or been granted a pension, disability allowance, disability compensation, or retired pay from the U.S. Government?

☐ YES ☐ NO Are you presently receiving such compensation?

19. DRUG STATEMENT

Have you ever taken any narcotic, sedative, or tranquilizer drugs other than as prescribed by a physician or dentist?

☐ YES ☐ NO

Have you ever used LSD, marijuana, sniffed glue or used any other hallucinogens, hypnotics, stimulants or other known harmful or habit forming drugs and/or chemicals?

☐ YES ☐ NO

If the answer to either of the above is "YES," set forth full circumstances regarding drug use specifying type of drugs, number of times used, dates of use, reasons used, whether ever arrested for use or possession, and whether future use is rejected in block 20 or attach a separate page as amendment to this application.

20. REMARKS: This space and/or additional pages may be used for any amplifying information, completion of previous blocks and for a statement specifying why a commission is being sought.

21. I certify that all statements made in this application and any additional statements pertaining thereto are entirely true and complete to the best of my knowledge and belief. I understand that failure to answer any correspondence promptly or to accept any appointment tendered me will subject my application or appointment to cancellation without further notice.

Applicant

Signature

Figure 7-3.-Application for Commission or Warrant Rank, U.S. Navy or Naval Reserve, FAVCRUIT 1100/11—Continued.

MATHEMATICS, PHYSICS, ELECTRONICS, OCEANOGRAPHY: List the courses taken in the above areas, the name of the school, the actual dates of the course, and the credits earned.

Block 10 - OTHER TYPES OF TRAINING COMPLETED THAT REFLECT BACKGROUND QUALIFICATIONS OF VALUE TO THE NAVY SUCH AS SCUBA DIVING, COMPUTER PROGRAMMING/OPERATION, PRACTICAL ENGINEERING: List any additional training other than those listed in block 9.

Block 11 - PROFESSIONAL, OCCUPATIONAL, BUSINESS OR TRADE LICENSE(S): List the type of license(s) held by the applicant, the year when first obtained, the current year, and the city, state or territory in which issued. Check either yes or no if a license was ever denied, suspended, or revoked. If the answer to either question is yes, explain in the space below. Use block 20 for continuation. Attach additional sheets as necessary; however, additional sheets are normally discouraged.

Block 12 - TRAFFIC VIOLATIONS FOR WHICH A FINE OR FORFEITURE OF \$50 OR LESS WAS IMPOSED: List the date(s) and place(s) of traffic violations or incidents that resulted in a fine or forfeiture of \$50 or lesser penalty was imposed and the disposition of each case.

Block 13 - SWIMMING ABILITY: Check either yes or no.

Block 14 - ATHLETICS: List all organizations or types of activities (membership on athletic teams, personal fitness programs, outdoor activities, and so forth), dates, and the number of days per month for the past 6 years.

Block 15 - SCHOLARSHIPS, HONORS AND AWARDS: ACADEMIC AND ATHLETIC: List all awards in the above areas by title and the date received.

Block 16 - EMPLOYMENT: List any employment of 2 months or more after your 16th birthday. For each employment give the employer's name, kind of business or organization, your position title to include the amount of hours worked per week, number of people supervised, the month and year employment started and ended, starting and ending annual salary, reason for leaving employment, and a clear description of your position and your duties and responsibilities. Start with present job. Include information relating to military service.

Block 17 - EXTRA CURRICULAR ACTIVITIES: List all membership in clubs, societies, and organizations-professional, religious, or social. Give the name of the organization, office held (if any), and the dates for past 10 years.

Block 18 - Check either yes or no for each question.

Block 19 - DRUG STATEMENT: Check either yes or no for each question. If yes is answered to any of the questions, provide the following information in block 20 or attach a separate sheet of paper. Describe the circumstances regarding drug use. Identify the particular substance used, number of times used, dates of use, whether ever arrested for use or possession, and whether future use is rejected.

Block 20 - REMARKS: Use this space for continuation of any block. For additional space, use a blank piece of paper. Each blank piece of paper used

must contain your name and social security number at the top of the page.

Block 21 - CERTIFICATION: Before completing this block the applicant is encouraged to review all answers to blocks 1 through 20 to make sure the form is complete and accurate. In block 21 the applicant must date and sign in ink certifying that all the information is true and complete, acknowledging that failure to answer any correspondence promptly or to accept any appointment tendered will subject application or appointment to cancellation without further notice.

INTERVIEWER'S APPRAISAL SHEET

Selection of the best qualified applicants for officer training is a matter of vital importance to the U.S. Navy. The problem of selection is to find those measurements presently available that will predict future performance of the applicant. One such tool is the interview, the primary objective of which is to determine if the applicant possesses those personal characteristics desired in a naval officer. In addition to its use as a selection technique, the interview has secondary functions that should be kept in mind. It provides an opportunity to inform the applicant of the details of the program for which he or she is applying, the training he or she will receive, and the opportunity to answer questions, all of which enable the interviewer to make judgments based upon the applicant's reaction. In addition, it serves to establish a friendly relationship; that is, to instill a favorable Navy image that can, and often does, pay dividends at a later date, regardless of whether the applicant is selected.

Information for completing the *Interviewer's Appraisal Sheet*, NAVCRUIT 1100/13, is located on the reverse side of the form (figs. 7-4A and 7-4B). The form is pretty much self-explanatory. Written interview results should not be recorded during the course of the interview. However, each interviewer must evaluate carefully and impartially the characteristics of the applicant before he or she leaves the room and while the details of the interview are still fresh in his or her mind.

If the candidate's second language is English, the comments must include a statement as to the applicant's ability to communicate in English.

Appraisal forms that are legibly handwritten in ink are acceptable.

INTERVIEWER'S APPRAISAL SHEET <small>NAVCRUIT 1100/13 (REV. 3-81) S/N 0114-LF-011-0088 (See information on reverse before completing)</small>										<small>TYPE OR PRINT LEGIBLY</small>			
NAME (Last, first, middle)					PROGRAM FOR WHICH APPLYING			DATE					
PERSONAL QUALITIES													
DESCRIPTIVE: <i>Observe the applicant and write 6 adjectives or phrases which you believe to be most descriptive of the applicant.</i>													
1.				2.				3.					
4.				5.				6.					
EVALUATIVE <i>Consider the applicant as a potential naval officer, and evaluate him on the following</i>													
APPEARANCE AND POISE				OUTSTANDING		EXCELLENT		GOOD		ADEQUATE		UNSATISFACTORY	
ORAL COMMUNICATION AND EXPRESSION OF IDEAS				OUTSTANDING		EXCELLENT		GOOD		ADEQUATE		UNSATISFACTORY	
LEADERSHIP POTENTIAL				OUTSTANDING		EXCELLENT		GOOD		ADEQUATE		UNSATISFACTORY	
YOUR WILLINGNESS TO HAVE INDIVIDUAL SERVE UNDER YOUR COMMAND WHEN COMMISSIONED				PARTICULARLY LIKE TO HAVE		PREFER TO MOST		BE PLEASED TO HAVE		BE SATISFIED WITH		PREFER NOT TO HAVE	
				10" 9		8 7 6		5 4 3		2 1		0"	
COMMENTS (A summary statement evaluating the applicant is required. All extreme ratings marked by an asterisk (*) should be further commented upon in this page.)													
MOTIVATION													
PROGRAM MOTIVATION <i>(Indicate the applicant's motivation for the program for which applying.)</i>				VERY HIGHLY MOTIVATED FOR PROGRAM		DEFINITELY MOTIVATED FOR PROGRAM		MOTIVATED FOR NAVY PROGRAM NOT IMPORTANT		MOTIVATED FOR COMMISSION PROGRAM AND SERVICE NOT IMPORTANT		UNABLE TO DETERMINE	
POTENTIAL													
POTENTIAL AS A CAREER NAVAL OFFICER <i>(Complete for Naval Academy, NROTC, and ECP applicants only.)</i>				OUTSTANDING (1)		EXCELLENT (2)		GOOD (3)		AVERAGE (4)		LESS THAN AVERAGE (5)	
COMMENTS (Supplement or qualify the motivation rating and potential as a career naval officer, as appropriate.)													
SIGNATURE OF INTERVIEWER					TYPED OR PRINTED NAME OF INTERVIEWER					GRADE, CORPS (if any), BRANCH OF SERVICE			

Figure 7-4A.-Interviewer's Appraisal Sheet, NAVCRUIT 1100/13 (front).

INFORMATION FOR COMPLETING INTERVIEWER'S APPRAISAL SHEET

1. The purpose of the interview is to evaluate accurately and impartially the characteristics of the candidate to determine potential as a commissioned officer and motivation toward service in the Navy.
2. The interview should take a minimum of 15 minutes. A period of 15-30 minutes is usually adequate, although more time may be necessary on occasion.
3. Discussion topics should draw out the applicant. Suggested topics include: Navy programs, service life, school experiences, personal interests, goals in life, current events, sports, family attitude toward application, and any others suggested by a review of the application file.
4. Marking is difficult. Your judgements form an important part of each applicant's file, and usually represent the only personal contact with the applicant reported by an official of the Navy. Be fair and impartial, neither too easy nor too hard on the applicant. Mark only on what you have observed personally, not on the opinions or comments of others.
5. No marks should be put on this form until the interview has been completed.
6. If it appears that the space for comments will not be sufficient, phrases may be used rather than complete sentences.
7. Below is a check list of characteristics which interviewing officer can observe and of adjectives which can be used to describe these characteristics in applicants. This list is meant only to assist the interviewer in preparing for the interview and in making a written evaluation afterward. It is not intended to be all-inclusive.

Characteristics/Descriptive Adjectives.

Bearing	Grooming	Composure
Good posture	Careless	Poised
Slouch	Neat	Awkward
Forceful	Clean	Relaxed
Apathetic	Unclean	Nervous
Casual	Well-dressed	Confident
Formal	Inappropriately dressed	Insecure
Attitude	Oral Expression	General Impression
Sincere	Articulate	Impressive
Flippant	Inarticulate	Unimpressive
Enthusiastic	Responsive	Dull
Indifferent	Unresponsive	Interesting
Cooperative	Tactful	Mature
Uncooperative	Loquacious	Immature
Contentious		
Pleasant	Voice Quality	
Forthright	Strident	
Secretive	Soft-spoken	
Arrogant	Speaks Clearly	
Modest	Inaudible	

NAVCUIT 1100/13 (REV. 3-81) S/N 0114-LF-011-0085

Figure 7-4B.-Interviewer's Appraisal Sheet NAVCRUIT 1100/13 (back).

